Appendix No. 6: Questionnaire for experience survey

Questionnaire for Customer

1. NAME:

2. ADDRESS: ______________________________________
   ______________________________________

3. QUALIFICATION:

4. OCCUPATION:

5. PUMP NAME USED AND TYPE:

6. PURPOSE FOR USE OF PUMP:

7. Please tell us what made you to buy this brand of pump?

   ______________________________________
   ______________________________________

8. PUMP PERFORMANCE:

<table>
<thead>
<tr>
<th>ADVANTAGE</th>
<th>DRAWBACKS</th>
<th>EXPECTATION</th>
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</table>

225
Questionnaire for Engineer

1. NAME:

2. QUALIFICATION:

3. DEPARTMENT:

4. POST HELD:

5. EXPERIENCE:

6. TYPE OF PUMP:

   AGRICULTURAL   DOMESTIC   INDUSTRIAL
   CONSTRUCTION   OTHERS

7. DEMAND OF YOUR PUMP:

   LOW   MEDIUM   HIGH

   REASON: ________________________________________
   ________________________________________
   ________________________________________
Questionnaire for Dealer

1. NAME OF FIRM:

2. ADDRESS: ____________________________________________

3. PHONE NUMBER:

4. NAME OF PROPRIETOR: ____________________________________

5. QUALIFICATION:

6. DATE OF ESTABLISHMENT:

7. TOTAL TURNOVER:

8. Please give breakups for type of pumps sold in years?

<table>
<thead>
<tr>
<th>Sr. No</th>
<th>Make</th>
<th>Description</th>
<th>Sector/ type of Pump</th>
<th>Sale</th>
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<td>A</td>
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<td>A: Agricultural</td>
<td>I: Industrial</td>
<td>O: Others</td>
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<td>D: Domestic</td>
<td>C: Constructional</td>
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<tr>
<td>ITEMS</td>
<td>MEANING AND CONTENT</td>
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<td>1. Energy</td>
<td>Type (heating, cooling, power), input, output, conversion, storage, loss, efficiency</td>
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<tr>
<td>2. Material</td>
<td>Type (gas, liquid, solid), state, phase, input, output, flow storage conversion, property (strength, stiffness, elasticity)</td>
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<tr>
<td>3. Signal</td>
<td>Type (vision - flashlight; audio display - sound; smell, taste - flavor; touch - temperature; feeling - humidity, pressure), input, output, conversion, control</td>
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<td>4. Embodiment</td>
<td>Dimension (height, width, length, thickness, space, diameter, clearance, tolerance, surface condition, spatial fitness), arrangement, connection, clearness of layout</td>
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<td>5. Performance</td>
<td>Type (fast-acceleration or speed: less-consumption; accuracy, high), function, logic Utilization</td>
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<td>6. Life.</td>
<td>Fatigue, endurance</td>
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<tr>
<td>7. Safety</td>
<td>Type (direct protection, indirect protection, warning signal and label), environmental safety, liability (warranty), regulations and standard, man and device interface, anthropometry</td>
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<td>8. Ergonomics</td>
<td>Operation (type, position, location and condition)</td>
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<td>9. Manufacturing</td>
<td>Type (grinding, milling, drilling, shaving, heat treat), factory facility limitation, capability, process, method, tool, wastage, lubrication, quantity</td>
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<td>10. Quality</td>
<td>Control, assurance (testing, inspection, measuring, method)</td>
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<td>11. Assembly</td>
<td>Process, special regulation, tool, sitting, foundation</td>
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<td>12. Operation</td>
<td>Safe, smoothness, quietness, comfort, ease, special uses</td>
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<td>13. Maintenance</td>
<td>Ease, fast, service intervals, inspection, clean, repair, replacement, tool, spare available, after sales service</td>
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<td>14. Cost</td>
<td>Investment, cost (manufacturing, tool), depreciation, unit price</td>
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<tr>
<td>15. Schedule</td>
<td>Date (development period, planning production, delivery)</td>
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<td>16. Motion</td>
<td>Linear, rotational, direction, kinematics, kinetics, dynamics (displacement, velocity, acceleration, jerk)</td>
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<td>17. Load</td>
<td>Type (force, torque, bending, shearing, friction), direction</td>
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<td>18. Transport</td>
<td>Type, method, limitation, lifting gear, condition of dispatch</td>
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<td>19. Aesthetics</td>
<td>Type, shape, brightness, color, appearance</td>
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<td>20. Environment</td>
<td>Type, limited material, limited condition, recycling</td>
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<td>21. Reliability</td>
<td>Reliable, reliability</td>
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<td>22. Value Analysis</td>
<td>Parts &amp; cost justification, analysis, price of product</td>
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<td>23. MTTR &amp; MTBF</td>
<td>Mean time to repair and Mean time between failure</td>
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<td>24. Workmanship</td>
<td>Maintaining standards in mfg. &amp; assembly</td>
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<td>25. Availability</td>
<td>Mode of availability and qty, readiness in market</td>
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Please indicate priority of Importance for following design parameters.

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<th>Important (2)</th>
<th>Most Important (3)</th>
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10. Compare customer requirements in table:
(If parameter in column is more important than that in row please use 1 otherwise 0)

|   | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 |
|---|---|---|---|---|---|---|---|---|---|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|
| 1 |   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
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| 4 |   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| 5 |   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| 6 |   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| 7 |   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| 8 |   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| 9 |   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| 10|   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| 11|   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| 12|   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| 13|   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| 14|   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
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| 16|   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| 17|   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| 18|   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| 19|   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
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| 23|   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| 24|   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| 25|   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
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W %
A. Identification of the unit:
1. a. Name and address of the unit: ____________________________________________
   ____________________________________________
   ____________________________________________
   ____________________________________________
   Phone no : ___________________________ Fax no. ___________________________
   b. Nature of Industry _______________________________________________________
2. Date of establishment: ______________________________________________________

B. Particulars of the Owner of the unit:
1. a. Name: _________________________________________________________________
   b. Age
   c. Sex: [Male] [Female]
2. Educational Qualification
   a. Qualification: ___________________________________________________________
   b. Did you have any Management / Technical training prior to setting this unit
      [Yes] [No]
      If yes, give details:
      Course Name & Duration: ___________________________________________________
      Conducted by: ___________________________________________________________
   c. Other qualifications: _____________________________________________________

C. Origin of the Unit:
What was your motive in starting your own industry?
(Rank 1, 2 or 3 in order of importance)

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<tbody>
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<td>1.</td>
<td>Profit</td>
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<tr>
<td>2.</td>
<td>Desire for independence</td>
</tr>
<tr>
<td>3.</td>
<td>Social Status</td>
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<td>4.</td>
<td>Achievement need</td>
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<td>5.</td>
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<td>6.</td>
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<tr>
<td>7.</td>
<td>Enjoy exploiting business opportunities</td>
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<tr>
<td>8.</td>
<td>A means to survive</td>
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<tr>
<td>9.</td>
<td>By chance</td>
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<tr>
<td>10.</td>
<td>Any other</td>
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</table>

D. 1. What was capital employed at the initial stage of the unit

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<th>Source</th>
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</tbody>
</table>

   Total:

2. Name three major problems which you have faced when you first started this unit,
   i. ____________________________________________________________
   ii. ____________________________________________________________
   iii. ____________________________________________________________
How did you overcome the problems?

E. Production:
1. What type product you are manufacturing
   - Industrial product: ______________________
   - Consumer product: ______________________
   - Any other ______________________

2. Have you ever invented any new product/design in your unit? [Yes] [No]
   - If Yes, give details ________________________________

F. Design:
1. Does the Design meet the performance requirements of the application
   - Normal operating steady state: ______________________
   - Normal operating transients state: ______________________
   - Emergency overload: ______________________
   - Strength: ______________________
   - Duty Cycle: ______________________
   - Useful life: ______________________
   - Operating times: ______________________

2. Is the design capable of meeting the environmental requirements?
   - Loads
     - Mechanical: ______________________
     - Electrical: ______________________
     - Thermal: ______________________
     - Other: ______________________
   - Shock / Vibration_____________________________
   - Corrosive ambient (Salt air, Sea water, Contact chemicals etc)
   - Weather ______________________
   - Any Other ______________________

3. Is the design Capable of meeting cost objective?
   - Material ______________________
   - Labor ______________________
   - Tooling ______________________
   - Value engineering analysis performed? ______________________

4. Does the design have a high probability of meeting the reliability requirements for the application?
   - Stress within acceptable limits ______________________
   - Failure modes from similar designs eliminated or avoided ______________________
   - Proven parts used ______________________
   - Satisfactory results from design integrity tests ______________________
3. Is the demand for your product:  □ Low  □ Medium  □ High
   If the demand is low, reasons,
   □ a. Quality of the product is low
   □ b. Price of the product is high
   □ c. High competition in market
   □ d. Poor design of the product.

3. Do you face any problems in marketing of your product? ______________________

J. General Information
1. In your opinion what are the most important factors for achieving success in business
   (1, 2 or 3 accordance to importance)

<p>| | |</p>
<table>
<thead>
<tr>
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<tbody>
<tr>
<td>1.</td>
<td>Guts</td>
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<tr>
<td>2.</td>
<td>Managerial Skills</td>
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<tr>
<td>3.</td>
<td>Price of product</td>
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<td>Design of product</td>
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<td>5.</td>
<td>Government assistance</td>
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<tr>
<td>6.</td>
<td>Technical skill</td>
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<tr>
<td>7.</td>
<td>Ability to take risk</td>
</tr>
<tr>
<td>8.</td>
<td>Location of unit</td>
</tr>
<tr>
<td>9.</td>
<td>Network of contact</td>
</tr>
<tr>
<td>10.</td>
<td>Any other</td>
</tr>
</tbody>
</table>

2. How do you rate yourself in the industry,
   □ Highly Successful  □ Successful  □ Unsuccessful

3. What kind of suggestion do you suggest to become successful industrialist.
   __________________________________________________________
   __________________________________________________________
5. Does the design meet the producibility requirements,
a. Materials / Processes defined clearly
b. Optimum standardization of the parts and materials
c. Product problems from similar designs corrected or avoided
d. Utilize valuable equipment / process
e. Inspection / Test requirements defined
f. Acceptance criteria defined with reasonable tolerances
g. Assembly provisions defined
h. Workmanship / Finishes defined

6. Does the design satisfy applicable health / safety & requirements?
a. Insulation / Inter lock provision
b. Safe for intended use and foreseeable misuse
c. Free of sharp edges, pinch points etc
d. Adequate hazards production warnings etc

7. Does the design meet maintenance / serviceability requirements?
a. Access available for adjustment / repair
b. Need for special tools / fixture minimized
c. Adequate protection provisions for safe surviving
d. Installation / calibration / operation instructions available & clear

8. Does the design meet aesthetic requirements?
a. Appealing to the eye
b. Color / Finish
c. Logical arrangements and size for human factor consideration
d. Convenient and arrangement and placement of control and monitoring devices
e. Proper blending / Contrast to installed environment

G. a. Do you have a quality control of product
b. Do you maintain / have spent any finance for R&D purpose?

H. Labor
1. Give the employment figure (Average Daily)
   a. Skilled:_____ b. Unskilled:_____ c. Clerical:_____
2. With regard to labor do you face any problems?

I. Marketing
1. Give your average annual sales
   a. Initial year ______________
   b. Present year ______________
2. a. Do you improved your design [Yes | No]
   b. Do you find any increase in sales after improvements in design ______________
Identification of the unit:
a. Name and address of the unit: _____________________________________________
   _____________________________________________
   _____________________________________________
   _____________________________________________

   Phone no: _________________________ Fax no. _________________________________

b. Nature of Industry: _______________________________________________________

   Date of establishment: _____________________________________________________

Particulars of the Owner of the unit:
Name: _____________________________________________

   Age: _____________________________________________

   Sex: [Male] [Female]

   Educational Qualification
   Qualification: _____________________________________________

   Did you have any Management / Technical training prior to setting up this unit?
   If yes, give details:
   Course Name & Duration: _____________________________________________
   Conducted by: _________________________________________________________
   Other qualifications: ____________________________________________________

Origin of the Unit:
What was your motive in starting your own industry?
(Rank 1, 2 or 3 in order of importance)

1. Profit
2. Desire for independence
3. Social Status
4. Achievement need
5. Desire for increased job satisfaction
6. As a release for creative urge
7. Enjoy exploiting business opportunities
8. A mean to survive
9. By chance
10. Any other

Prior to starting your own industry, mention any other relevant factors:

Give the employment figure (Average Daily)
1. What was capital employed at the initial stage of the unit

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
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<tr>
<td><strong>Total:</strong></td>
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</tr>
</tbody>
</table>

Production:

What type product you are manufacturing

i. Industrial product: ______________________

ii. Consumer product: ______________________

iii. Any other: ___________________________

Have you launched any new product / design in your unit –

[ ] Yes [ ] No

If Yes, Give details ________________________________

A. DESIGN

1. Types of Material used: ________________________________

2. Types of Machines used for Manufacturing: ________________________________

3. Types of Energy Sources: ________________________________

4. Problems at the time of Design: ________________________________

5. Parameters of Design: ________________________________
<table>
<thead>
<tr>
<th>Sr. No</th>
<th>Parameter</th>
<th>Ranking</th>
<th>Remark</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Type of energy</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Material</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Signal</td>
<td></td>
<td>type(vision)</td>
</tr>
<tr>
<td>4</td>
<td>Specification</td>
<td></td>
<td></td>
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<tr>
<td>5</td>
<td>Performance</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Life</td>
<td></td>
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<tr>
<td>7</td>
<td>Safety</td>
<td></td>
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<tr>
<td>8</td>
<td>Ergonomics</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Manufacturing</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Quality</td>
<td></td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>Assembly</td>
<td></td>
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</tr>
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<td>12</td>
<td>Operation</td>
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<td>13</td>
<td>Maintenance</td>
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<td>14</td>
<td>Cost</td>
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<td>15</td>
<td>Schedule</td>
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<td>16</td>
<td>Motion</td>
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<td>17</td>
<td>Load</td>
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<td>18</td>
<td>Transport</td>
<td></td>
<td></td>
</tr>
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<td>19</td>
<td>Esthetics</td>
<td></td>
<td></td>
</tr>
<tr>
<td>20</td>
<td>Environment</td>
<td></td>
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</tr>
</tbody>
</table>

**Marketing**

1. Give your average annual sales
   a. Initial year ____________
   b. Present year ____________

2. a. Do you improved your design
   - Yes  
   - No
   b. Do you find any increase in sales after improvements in design ____________

3. Is the demand for your product: □ Low  □ Medium  □ High
   If the demand is low, reasons,
   - a. Quality of the product is low
   - b. Price of the product is high
   - c. High competition in market
   - d. Poor design of the product.

1. Do you face any problems in marketing of your product? ____________
I. **General Information**

9. In your opinion what are the most important factors for achieving success in business (1, 2 or 3 accordance to importance)

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<table>
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<td>10.</td>
<td>Any other</td>
</tr>
</tbody>
</table>

1. How do you rate yourself in the industry,

- [ ] Highly Successful
- [ ] Successful
- [ ] Unsuccessful

2. What kind of suggestion do you suggest to become successful industrialist.

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________
A STUDY OF TECHNOCRAT ENTREPRENEURS IN SMALL SCALE INDUSTRY IN POONA, MAHARASHTRA.

OBJECTIVES

1. To identify the socio-economic background of the technocrat-entrepreneurs, their occupation mobility and motives for setting the unit.

2. To evaluate the entrepreneurial role of the technocrat entrepreneurs and assess the constraints of the technocrat-entrepreneurs at the various stages of the unit.

3. To suggest policy measures on the basis of the findings of the research for accelerating and promoting technocrat entrepreneurs in small scale industry.

REQUEST

PLEASE POST BACK THE QUESTIONNAIRE AS SOON AS POSSIBLE.
A) IDENTIFICATION OF THE UNIT

(a) Name and address of the Unit

(b) Nature of Industry/ activity

Month and year of establishment: ____________________________

Type of Ownership:
(a) At the initial stage ____________________________
(b) At present ____________________________

In case changes were made in ownership, give reasons for such changes: ____________________________

In case of Partnership, please give details:

Name of Partner's Qualifications Any relationship with you

_________________________ _____________ ____________________________
(B) PARTICULARS OF THE OWNER OF THE UNIT

1. a. Name ____________________________________________
b. Age __________________
c. Marital Status: Married / Unmarried
d. Caste & Community ___________________________________
e. Religion _________________________________________
f. Sex : Male / Female
g. Annual Income (Approx) (From all sources) ________________

2. a. What is your father's main occupation? ________________
b. What is your father's education Qualifications ________________
c. What is your father's previous place of residence:

3. Give your Educational Qualifications:
   a. S.S.C.
   b. Graduate
   c. Post-graduate
   d. Technical
   e. Management

4. Did you have any Management/Technical training prior to setting this unit:
   Yes / No
   If yes, give details:
   a. Technical : Course Name & Duration ___________
      Conducted by ____________________________
   b. Management : Course Name & Duration ___________
      Conducted by ____________________________
5. Prior to setting up this unit, did you start/own any other unit:
   Yes / No
   If yes, was the unit -
   a. Successful unit
   b. Moderate successful unit
   c. Unsuccessful unit
   Give nature of business activity of the Unit: __________________________

6. Give details of your previous Occupation/experience:

<table>
<thead>
<tr>
<th>Name of the Firm</th>
<th>Town/ Large/ City</th>
<th>Medium/ Years of</th>
<th>Position</th>
<th>Reasons for leaving</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Small scale</td>
<td></td>
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<td>(1)</td>
<td>(2) - (3)</td>
<td>(4)</td>
<td>(5)</td>
<td>(6)</td>
</tr>
</tbody>
</table>
7. Is there any relationship/comparison of product, technology, or market of your firm to those of the firms which you left to start an industrial career?

Yes / No

If yes, give details:
Technology: ________________________________________________
Product: _________________________________________________
Market/Cust. : _____________________________________________

8. Did you know personally anyone who had left their job for seeking an independent industrial career?

Yes / No

If yes, was he successful in his career? Yes / No
If yes, did this help you in making decisions of your own independent industrial career? Yes / No

(C) ORIGIN OF THE UNIT

1. What was your motive's in starting your own industry?
(Rank 1, 2, 3 in order of importance)

a. Profit
b. Desire for independence
c. Social status
d. Achievement need
e. Desire for increased job satisfaction
f. As a release for creative urges
g. Enjoy exploiting Business opportunities
h. A moan to survive
i. By chance
j. Any other: ____________________.
2. What was the reasons in choosing this particular Industry? (Rank 1, 2, 3 in order of importance)
   a. Easy to start
   b. Had experience in similar line of activity
   c. Had technical competence
   d. Commitment to product
   e. Advised by family members
   f. Advised by friends
   g. Advised by Government officials
   h. Limited requirement of capital
   i. Limited risk
   j. Facilities available for this industry
   k. Profit made by others in similar concern
   l. Market potential of the product
   m. Any other: ________________________

3. What was your favourable (plus point) in going for a venture of your own? (Tick 1, 2, 3 in order of importance)
   a. Technical education
   b. Aptitude and physical strength
   c. Entrepreneurial skill
   d. Ability to avail government facilities
   e. Family support
   f. No financial problems
   g. Business experience
   h. Contacts with business world
   i. Any other: ________________________

4. When did you first perceive the opportunity of establishing a unit of your own:
   _____________________________
   _____________________________
   _____________________________
   _____________________________

5. Did you receive any help in establishing this unit from official agencies:
   Yes / No
   If yes, indicate the agency and the nature of help received:
   _____________________________
   _____________________________
   _____________________________
   _____________________________
   If no, reasons for same: _____________________________
   _____________________________
6. Did you prepare a feasibility report/project report before setting this unit?
Yes / No.
If no, reasons for not preparing the report: ____________________________

7. a. What was the time taken for promotional formalities?
____________________
   __________________
   __________________
   __________________
   __________________
   __________________

b. Was there any delay in completing the promotional formalities?
   Yes / No
   If yes, give reasons for the delay: ____________________________

8. Give details of capital employed at the initial stage of the unit?

<table>
<thead>
<tr>
<th>Sources of finance</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Own Sources</td>
<td></td>
</tr>
<tr>
<td>b. Family members</td>
<td></td>
</tr>
<tr>
<td>c. Friends and Relatives</td>
<td></td>
</tr>
<tr>
<td>d. Commercial Banks</td>
<td></td>
</tr>
<tr>
<td>e. Money Lenders</td>
<td></td>
</tr>
<tr>
<td>f. Financial Institution</td>
<td></td>
</tr>
<tr>
<td>g. Any other:</td>
<td></td>
</tr>
</tbody>
</table>

9. Give details of Institutional Loans from: (At initial stage)

<table>
<thead>
<tr>
<th>Name of the Institution</th>
<th>Amount of loan demanded</th>
<th>Amount of loan sanctioned</th>
<th>Gap</th>
<th>How the gap was met</th>
</tr>
</thead>
<tbody>
<tr>
<td>(1)</td>
<td>(2)</td>
<td>(3)</td>
<td>(4)</td>
<td>(5)</td>
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<td>a)</td>
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<td>d)</td>
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</table>
10. a. Name three major problems which you have faced when you first started this unit (at the time of planning/set-up of the enterprise):
   i)
   ii)
   iii)

b. Did you overcome the problem? : Yes / No

c. If yes, how did you overcome the problem: ____________________________
   ____________________________
   ____________________________
   ____________________________
   ____________________________

(D) PRODUCTION

1. a. Is your product line -
   i) New/Innovative
   ii) Improved
   iii) Imitative

b. Is your product -
   i) Industrial Product
   ii) Consumer Product
   iii) Any other: __________

2. What type of operation do you carry out in the Unit?
   a. Manufacturing
   b. Processing
   c. Assembling
   d. Job work
   e. Any other: __________

3. What was your major product line at the initial stage and at present:
   Initial stage                  Present stage
4. What is the method of production in your unit:
   a. Production in anticipation of demand
   b. On order from customer
   c. Both

5. i) Have you ever initiated any new product designs/processing method in your unit:
   Yes / No
   If yes:
   a) Product design
   b) Process
   c) Both

   ii) Give Details: ____________________________________________________________

6. Do you sub-contract out any part of your job?
   Yes / No
   If yes, percentage of sub-contraction: __________.

7. a. Do you have a quality control system in your Firm?
   Yes / No
   If yes, who looks after the Quality Control of Product?
   ____________________________________________

   b. Do you maintain/have spent any finance for R&D Purpose?
   Yes / No

8. i) Do you have the problems of late delivery of orders?
   a) No
   b) Occasionally
   c) Always / often

   ii) If always/often please give reasons:
   a) Insufficient Labour Force
   b) Inadequate capacity
   c) Inadequate planning
   d) Accepting rush orders
   e) Technical problems
   f) Any other. _________________________
9. a. Installed capacity: Units ___________.
Value ___________.

Utilised capacity: Units ___________.
Value ___________.

b. Do you consider the present utilization capacity:
   i) Adequate
   ii) Inadequate

c) What is the reason for the under-utilisation of the capacity:
   i) Labour trouble
   ii) Machinery breakdown
   iii) Power shortages
   iv) Lack of working capital
   v) Shortage of Raw Materials
   vi) Lack of orders
   vii) Procurement of machinery, tools & spare parts
   viii) Any other: _______________________

10. How do you propose to solve the problem of low capacity utilization?

________________________________________________________________________

11. a. With regard to Raw Materials do you encounter any problems?
   Yes / No

b. If yes, specify:

   Description of Raw Materials
   i) ___________________________ Imported/Indigenous
   ii) ___________________________ Imported/Indigenous
   iii) ___________________________ Imported/Indigenous

   Problems:
   i) Shortages
   ii) Low quality
   iii) Quota problems
   iv) Transport
   v) High Cost
   vi) Any other

   c. Did you overcome the problems? : Yes / No

d. If yes, how did you overcome the problems:

________________________________________________________________________
12. Any other problem do you encounter with regard to Production?

__________________________________________________________________________

__________________________________________________________________________

__________________________________________________________________________.

(E) LABOUR

1. Give the employment figure: (Average daily)

<table>
<thead>
<tr>
<th>Type</th>
<th>Initial stage</th>
<th>At Present</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Skilled</td>
<td></td>
<td></td>
</tr>
<tr>
<td>b) Unskilled</td>
<td></td>
<td></td>
</tr>
<tr>
<td>c) Clerical</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

2. Do you give any training to your employees?
Yes / No
If yes, specify types: __________________________________________

3. Compared, with the wages paid by competitors firms - do you consider the wage level of your firm to be -
   a. Much lower
   b. Lower
   c. Same
   d. Higher
   e. As per Minimum Wage

4. Do you pay incentives to your employees? Yes / No
   If yes, specify:
   a. Cash incentives
   b. Out of turn promotion
   c. Bonus
   d. Participation in Management
   e. Any other: __________________________.
5.  
   a. Are your Labour 'Unionsed'? : Yes / No
   
   b. Has your firm been affected by strikes over last three years?
      Yes / No
      If yes, state how many times and reasons for the strikes: ______________________________

   c. What action do you take against employees on unsatisfactory performance -
      i) Warning
      ii) Stop increment/promotion
      iii) Termination of service
      iv) Nothing
      v) Any other; ______________\

6.  
   a) With regard to Labour do you face any problems at present?
      Yes / No
      If yes, give details:
      i) High labour cost
      ii) High Labour turnover
      iii) Non-availability of skilled labour
      iv) Non-availability of unskilled labour
      v) Labour disputes
      vi) Inadequate training facilities
      vii) Any other: ______________.

   b) Did you overcome the problems?
      Yes / No

   c) If yes, how did you overcome the problems?
      ____________________________________________________________________________
      ____________________________________________________________________________
1. Give approximate percentage of total sales to the various categories:

<table>
<thead>
<tr>
<th>Sources</th>
<th>Initial Stage</th>
<th>Present Stage</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Government</td>
<td></td>
<td></td>
</tr>
<tr>
<td>b. Wholesalers/Distributors</td>
<td></td>
<td></td>
</tr>
<tr>
<td>c. Direct to Customers</td>
<td></td>
<td></td>
</tr>
<tr>
<td>d. Other Manufacturing Unit</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Large / Medium</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Small Scale</td>
<td></td>
<td></td>
</tr>
<tr>
<td>e. Any other: ______________</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

2. a) Give details about the distribution of your sales in the market: (in Approximate Percentage)

<table>
<thead>
<tr>
<th>Market Area</th>
<th>Initial Stage</th>
<th>Present Stage</th>
</tr>
</thead>
<tbody>
<tr>
<td>i) Local Market</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ii) State</td>
<td></td>
<td></td>
</tr>
<tr>
<td>iii) In India</td>
<td></td>
<td></td>
</tr>
<tr>
<td>iv) Exports</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

b) Give your average annual sales:

i) Initial year ______________

ii) Present year ______________

3. How does your firm get orders from the customers?

a. Through intermediaries
b. Through salesman
c. Through Managers
d. Direct from customers
e. You 'Yourself'
4. Is the demand for your production -
   a. Low
   b. Medium
   c. High

   If the demand is low, reasons:
   a) Low purchasing power of consumers
   b) Quality of the product is low
   c) Price of the product is high
   d) High competition in the market
   e) Any other: ____________________________

5. What method of pricing is followed in pricing your product?
   a. Cost plus desired profit
   b. Market price of competitive product
   c. Market forces
   d. Any other: ____________________________

6. Do you have any specialised costing system through which you cost your product?
   Yes / No

7. Who in your firm computes cost of product?
   a) Accountant
   b) Manager
   c) Yourself
   d) Consultation

8. Have you at any time reduced the price of your product?
   Yes / No
   If yes, reasons:
   a. Reduction in cost of inputs
   b. To put product at competitive level
   c. To push product sales
   d. Any other: ____________________________
9. What methods of expansion of market has been followed by your firm?
   a. Improvement of quality
   b. Sales on credit
   c. Diversification of product
   d. Lowering of prices
   e. Advertisement of product
   f. Sales through commission agents
   g. Improving contacts with buyers
   h. Use of latest machinery
   i. Any other: ___________________

10. What is the credit period given to your customers?
    a. Government bodies : ___________________
    b. Large and Medium scale Industries : __________
    c. Small scale industries : ___________________

11. Do you face any problems in marketing of your products? Yes / No
    If yes, please give the problems:
    a. Stiff competition with small industry
    b. Stiff competition with large & medium industry
    c. Unsatisfactory performance of assistance by government agency in marketing.
    d. Unfair practise resort by competitors
    e. High price of product
    f. Low demand of product
    g. Delay in payment of bills
    h. Any other : ___________________
    Did you overcome the problem? Yes / No
    If yes, how did you overcome the problem?
    ________________________________
Did you ever approach any Financial Institutions/Banks for procuring additional finance during the last three years?

Yes / No

If yes, give details:

<table>
<thead>
<tr>
<th>Sources</th>
<th>Amount asked</th>
<th>Amount sanctioned</th>
<th>Gap</th>
</tr>
</thead>
<tbody>
<tr>
<td>a)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>b)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>c)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

In case you were unsuccessful or amount sanctioned was less than which asked for, please specify, how the finance was raised?

Did the non-availability of finance affect the operation of the firm?

Yes / No.

If yes, describe the nature:

What was the reason for procuring additional finance?

What is the credit period extended by your suppliers to your firm?

a. Government bodies
b. Large/Medium Industries

c. Small Scale Industries
d. Others
6. Do you plough back/re-invest your net profit back into the firm?
   Yes / No
   If yes, what proportion (in approximate percentage) of your net profit is ploughed back into the firm?
   ______%  

7. Do you face any financial problems in managing your unit?
   Yes / No
   If yes, please describe the nature:
   a. High rate of interest on borrowed capital
   b. Inadequacy of working capital
   c. Inadequate loan sanctioned by the organised sector
   d. Late payments by Debtors/Customer
   e. Security problems
   f. Loan delay and red-tapism
   g. Any other: ___________________

8. Did you overcome the problems?
   Yes / No
   If yes, how did you overcome the problems?
   ________________________________________________________________
   ________________________________________________________________

(H) ORGANIZATION AND MANAGERIAL STAFF

1. Please describe the set up of your unit (Organization).
   (No. of departments, persons responsible for the dept.)
2. How many non-operatives (Managerial staff) you employ?

<table>
<thead>
<tr>
<th>Management Area</th>
<th>Initial Stage</th>
<th>Present Stage</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>No.</td>
<td>Highest Qualification</td>
</tr>
<tr>
<td>Production</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Finance</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personal</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Procurement</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Marketing</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administrative</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

3. Does any member of your family/relative work in the firm?
   Yes / No
   If yes, give details:

<table>
<thead>
<tr>
<th>Relationship</th>
<th>Qualification</th>
<th>Position held</th>
<th>Area</th>
</tr>
</thead>
<tbody>
<tr>
<td>a.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>b.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>c.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

4. In case you employ your family members/relatives, the reasons are: (Tick)
   a. They are capable
   b. They are co-operative
   c. They are dependable
   d. Because of kinship obligations
5. a) Do you face any problem of high Managerial staff turnover?  
Yes / No  
If yes, please give reasons for the same:  
__________________________________________________________________________  
__________________________________________________________________________  
b) Did you overcome the problem?  
Yes / No  
If yes, how did you overcome the problem?  
__________________________________________________________________________  
__________________________________________________________________________  

(I) GROWTH AND EXPANSION OF THE UNIT  

l. Give details of the general performance of the unit since establishment:  

<table>
<thead>
<tr>
<th>Category</th>
<th>Present over past</th>
<th>Future over present</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Expansion of production capacity</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| b. Expansion of market:  
  i) Inland  
  ii) Export |
| c. Improvement in design or layout of the plant. |
| d. Installation of plant and machinery |
| e. Introduction of new products or activities. |
| f. Changes in product mix |
| g. Sales production |
| h. Increase in employment size |
| i. Factory space |

1) Increase over 100%  
2) Increase between 75-99%  
3) Increase between 50-74%  
4) Increase between 25-49%  
5) Increase between 10-24%  
6) Neutral  
7) Decrease between 10-24%  
8) Decrease between 25-49%  
9) Decrease between 50-75%
2. For future growth, specify the sources of finances:

3. In the below given variables, please give details

<table>
<thead>
<tr>
<th>Variable</th>
<th>Initial year (Amount)</th>
<th>Present stage (Amount)</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Average net profit</td>
<td></td>
<td></td>
</tr>
<tr>
<td>b. Average Investment in Plant and Machinery (Original value)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>c. Average investment in land and buildings.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>d. Average working capital</td>
<td></td>
<td></td>
</tr>
<tr>
<td>e. Average fixed capital Investment</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

(J) DECISIONS

1. Who in the firm is responsible for deciding the following matters?
   a) Total output
   b) Product Mix
   c) Working capital raised
   d) Block capital raised
   e) Recruitment of Labour
   f) Recruitment of High level personnel
   g) Procurement of Raw Materials

2. While making decisions with regards to introducing new product - did you encounter any problems?
   Yes / No
   If yes, give nature of the problems?
   How did you overcome the problem?
3. While making decisions with regard to introducing the product in new market did you face any problems?
   Yes / No
   If yes, give nature of problems ____________________________
   ____________________________
   ____________________________
   ____________________________
   ____________________________
   How did you overcome the problem? ____________________________
   ____________________________
   ____________________________

4. a. To solve your management problem, did you secure help from -
   i) Government agency assisting small units? Yes / No
   ii) Management Consultants Yes / No
   iii) Any other: __________________

   b. If yes, problem/area ____________________________
   Name of Agency ____________________________

   c. If No, reasons for not securing help: __________________
   ____________________________
   ____________________________
   ____________________________
   ____________________________

(K) GENERAL INFORMATION

1. In your opinion what are the most important factors for achieving success in business?
   (Note 1, 2, 3 in order of importance)

   a. Guts ( )
   b. Managerial skill ( )
   c. Good product ( )
   d. Innovative sense ( )
   e. Government Assistance ( )
   f. Frustration tolerance ( )
   h. Ability to take risk ( )
   i. Technical skill ( )
   j. Good location of unit ( )
   k. Network of contact ( )
   l. Ability to plan programme and organize ( )
   m. Considerable capacity and willingness to work ( )
   n. Flexibility ( )
   o. Any others: ( )
2. How do you rate yourself as an entrepreneur in this Industry?
   Highly successful
   Successful
   Unsuccessful
   Highly unsuccessful

3. Do you face time constraints in day to day Management of the Unit?
   Yes / No
   If yes, reasons: __________________________________________________________

4. Are you optimistic about the future of the industry which you are now involved?
   Yes / No
   Reasons: ________________________________________________________________

5. Are you contemplating to leave the business?
   Yes / No
   If yes, reasons: _________________________________________________________

6. Do you have plans to build a new plant elsewhere?
   Yes / No
   If yes, reasons _________________________________________________________

7. Do you plan to expand the unit in future?
   Yes / No
   Give reasons: _________________________________________________________

8. Do you monitor the progress of your firm?
   Yes / No
   If yes, How?
   If No, Why?

250282
9. a. Have you made use of the facilities provided by the Govt. to your industry?

<table>
<thead>
<tr>
<th>Facility</th>
<th>Yes/No</th>
<th>Satisfied</th>
<th>If not, reasons</th>
</tr>
</thead>
<tbody>
<tr>
<td>i) Buildings</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ii) Hire Purchase Systems</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>iii) Technical Advice</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>iv) Technical/Business training</td>
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<td></td>
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<tr>
<td>v) Bank Credit</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>vi) Other (Specify)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

b. What kind of assistance do you think Government should provide to an industry such as yours?

THANK YOU
DESIGN:

10. 1. Did you ever approach any R&D section specially for the design of product.

I) If yes, give details

II) If no, give reasons,

2. If you find any change in your demand of product after using the advanced design.

I) If yes, give details of any case.

3. For changing your design how select your new design?